

LEADERSHIP IN TIMES OF CHANGE

Obtain Strategic Management Techniques to Better Motivate Employees during Times of Change

November 1–3, 2010
Arlington, VA



COURSE ONE:

Refining Interpersonal Communication for Management Excellence

- Communicate effectively using simple, concise, direct language
- Utilize active listening to anticipate and avoid misunderstanding
- Determine differences in communication styles and behaviors

COURSE TWO:

Engaging Employees for Greater Workforce Capacity and Success

- Commit your staff to your organization's mission and vision
- Foster a collaborative culture
- Invest in your organization's most important resource — people

COURSE THREE:

Using Innovation and Creativity to Drive Organizational Performance

- Foster a creative environment
- Encourage trust and free-flow of ideas
- Differentiate between strategic and tactical thinking

Earn up to 18 CPE Credits!

Leverage the Government Workforce to Optimize Performance, Efficiency and Budget Dollars

THE PERFORMANCE INSTITUTE'S STATEMENT ON LEADERSHIP

High-performance exists at the intersection of leadership, communication, management and results. For an organization to achieve its goals, leaders must motivate, inspire and harness the talents of its most valuable resource—people. There are innate and intangible qualities that define leadership, but to achieve excellence, a leader must constantly develop and evolve. The path to excellence challenges an individual to develop new skills and methods to inspire a diverse and ever-changing workforce.



A 21st century leader must utilize innovation for organizational success.

One-third of the current 1.9 million-member federal civilian workforce is eligible to retire within five years, leaving an immense leadership gap

EXECUTIVE CORE QUALIFICATIONS

- 1. Leading Change:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.
- 2. Leading People:** This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
- 3. Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.
- 4. Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically.
- 5. Building Coalitions and Communication:** This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

AGENDA At-at-a-Glance



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

DAY ONE: Monday, November 1, 2010 – Refining Interpersonal Communication for Management Excellence

8:30	Registration and Continental Breakfast
9:00	Communicate and Define a Clear Leadership Vision
	Align Goals Throughout the Organization to Drive Individual Performance
	Learn to Listen and Provide Feedback to Your Staff
12:00	Lunch Break
1:00	Acquire Skills to Manage Employee Conflict and Foster Internal Communication
	Discover Common Disconnects between Leaders and Employees
4:00	Day One Adjourns

DAY TWO: Tuesday, November 2, 2010 - Engaging Employees for Greater Workforce Capacity and Success

8:30	Continental Breakfast
9:00	Create a Vision for Your Team
	Discover the True Cost of Employee Disengagement
	Understand what Drives Employee Engagement
12:00	Lunch Break
1:00	Examine Best Practices, Tools and Action Plans in Employee Engagement
	Lead During Times of Change
4:00	Day Two Adjourns

DAY THREE: Wednesday, November 3, 2010 - Using Innovation and Creativity to Drive Organizational Performance

8:30	Continental Breakfast
9:00	Facilitate Brainstorming Sessions that Work
	Test Ideas on a Small Scale to Gain Support
	Accomplish More with Fewer Resources
12:00	Lunch Break
1:00	Foster a Creative Culture within Your Team and Overcome Barriers to Innovation
	Examine the Best Innovators and What They Do
4:00	Day Three Adjourns

Monday, November 1, 2010

COURSE ONE:

Refining Interpersonal Communication for Management Excellence



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

8:30

Registration and Continental Breakfast

9:00

Communicate a Clear Leadership Vision

- Communicate your ideas in a clear and concise manner
- Build trust through transparency
- Gain buy-in for team initiatives

Align Goals Throughout the Organization to Drive Performance

- Establish an effective goal setting process
- Boost employee cooperation with shared goals
- Align goals, strategy and performance

Learn to Listen and Provide Feedback to Your Staff

- Become an active listener
- Reflect on what is being said and learn to ask important questions
- Be candid, open and honest in your responses

12:00

Lunch Break

1:00

Gain Skills to Manage Employee Conflict and Foster Inter-Team Communication

- Learn how to work with difficult people
- Develop alternative ways of managing conflict
- Identify areas of agreement and address underlying issues and concerns

Discover Common Disconnects between Leaders and Employees

- Clearly demonstrate your commitment to your staff
- Communicate new initiatives while addressing employee needs
- Delegate decision making to employees to gain buy-in

4:00

Day One Adjourns

TOP FIVE REASONS TO ATTEND:

1. **Commit** your staff to your organization's mission and vision
2. **Inspire** those you lead
3. **Foster** a creative environment where new ideas can thrive
4. **Develop** the next generation of leaders
5. **Engage** your employees to achieve organizational performance



Tuesday, November 2, 2010

COURSE TWO:

Engaging Employees for Greater Workforce Capacity and Success



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

8:30

Continental Breakfast

9:00

Create a Vision for Your Team

- Gain employee buy-in for your organization's mission
- Increase collaboration by enabling employees to form more effective teams
- Articulate the vision and drive it to completion

Discover the True Cost of Employee Disengagement

- Reduce turnover by identifying the causes of employee dissatisfaction
- Discover what employee disengagement will cost your organization per year
- Realize that employee disengagement will inhibit your recruitment and hiring efforts

Understand what Drives Employee Engagement

- Understand employee goals to increase job satisfaction and retention
- Discover why initiatives have and haven't worked in the past
- Understand the causes of employee motivation and procrastination

12:00

Lunch Break

1:00

Examine Best Practices, Tools and Action Plans in Employee Engagement

- Discover what works for organizations with high employee engagement
- Enhance collaboration, innovation and knowledge transfer
- Gain tools to engage your current workforce

Lead During Times of Change

- Evaluate risk and assess the critical elements of change
- Create clearly defined end outcomes and develop strategies to meet your change management initiative
- Develop an effective communications strategy to lead change

4:00

Day Two Adjourns

WHO SHOULD ATTEND:

- All C-Level Executives
- Presidents
- Vice Presidents
- Directors
- Managers

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Wednesday, November 3, 2010

COURSE THREE:

Using Innovation and Creativity to Drive Organizational Performance



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

8:30

Continental Breakfast

12:00

Lunch Break

9:00

Facilitate Brainstorming Sessions that Work

- Foster a safe environment for participation
- Create an atmosphere where an idea is owned by the entire team
- Use brainstorming to combine and extend ideas

1:00

Foster a Creative Culture within Your Team and Overcome Barriers to Innovation

- Encourage your team to think in new ways and break out of the old mold
- Encourage ideas to flow freely
- Understand that innovation is necessary in overcoming budgetary challenges

Test Ideas on a Small Scale to Gain Support

- Test new ideas to minimize wasting time and money
- Gain the ability to learn from ideas that work and those that don't
- Implement the idea after considering all possible ways of achieving the change

Examine the Best Innovators and What They Do

- Discover leading best practices in organizational innovation
- Learn how innovation helps organizations overcome challenges
- Adapt best practices to your organization

Accomplish More with Fewer Resources

- Focus your resources on the most critical initiatives and programs
- Prioritize workloads to increase staff productivity
- Use technology to manage your priorities

4:00

Day Three Adjourns

CERTIFICATION



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

BECOME A CERTIFIED GOVERNMENT PERFORMANCE MANAGER

To ensure professional success, you must continually expand your skills and education. The bar has been raised in government agencies and organizations, and managers want to hire, promote and work with the most skilled individuals possible.

To address this need, The Institute offers a Certificate in Government Performance Management. Attend the three "core" courses and an additional three "elective" courses based on the topics that meet your agency's unique needs. The skills you acquire will then be used to complete a "capstone project" on a particular issue that you and our department are facing, which will then be evaluated by an expert member of our staff.

BENEFITS OF CERTIFICATION

Advance Your Career

Education and professional certification are becoming necessary for promotion and requirements for coveted positions. In the Certified Government Performance Manager program, you will acquire the skills and tools to make you the lead performance management resource for your organization.

Meet New Certification Requirements

To hold a position as a performance manager in government you must demonstrate compliance with new skills sets required by OMB and Congress. Receiving your certificate is one key way to demonstrate your skills.

Customize a Program to Fit Your Needs

Working with Institute training managers, you can select courses that will have direct application and impact to your work.

For more information about certification, please contact **Chris Hicks** at 202.739.9548 or via email at Chris.Hicks@PerformanceInstitute.org.

TRAINER BIOGRAPHY

Jean Nitchals

Sr. Leadership Development Consultant
Monarch Leadership

Jean brings to Monarch an extensive background in project management and team building. Through her experiences at various organizations, including Best Buy, she has partnered with and developed teams from a Strengths Based foundation to execute on technology and project change implementations. While at Best Buy, she was an active participant in the Women's Leadership Forum and a developer of their Omega an initiative to create leadership opportunities and experiences for women internally and externally to Best Buy.

She also founded a women's organization, Network Buzz, to bring women leaders in the Twin Cities together to create better connections and expand their leadership and networking abilities. From her work with Network Buzz, she has facilitated various workshops, and presentations around Strengths, Personal Branding, Career Development and has been a recurring participant in panel discussions for the College of Liberal Arts at the University of MN.

In her spare time Jean participates in a variety of sports including duathlons, triathlons, tennis and volleyball. In 2009 she represented the USA in the 2009 Duathlon World Championships in Rimin, Italy. She also participates in local 5K9 races with her Golden Retriever, Bailey. Jean enjoys training various individuals to meet their own personal goals through fitness and associates these wins to wins in personal and professional development and success.

IN-HOUSE Training



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

One of the more popular vehicles for accessing the Institute's educational offerings is the delivery of on-site trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. Whether you require training for your department or for an organization-wide initiative, the advanced learning methods employed by The Performance Institute will create an intimate training atmosphere that maximizes knowledge transfer to enhance the talent within your organization.

CUSTOMIZATION

We realize that not all obstacles can be overcome by applying an "off-the-shelf" solution. While many training providers will offer you some variation of their standard training, The Performance Institute's subject matter experts will work with you and your team to examine your programs and determine your exact areas of need. The identification of real life examples will create a learning atmosphere that resonates with participants while at the same time providing immediate return on your training investment. Using interactive exercises that employ actual projects or scenarios from your organization, instructors can address specific challenges and align the curriculum of each session to your objectives. While the majority of on-site trainings are focused on smaller groups, the Institute also has the ability to accommodate organization-wide training initiatives. Utilizing multiple instructors, the Institute has the capacity to deliver courses to groups of up to 300 participants per day.

AREAS OF EXPERTISE

On-site delivery of single courses, certification programs and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Performance Measurement
- Project Management
- Lean Six Sigma
- Workforce Management
- Performance-Based Budgeting
- Performance-Based Contracting
- Performance Reporting
- Program Evaluation
- Administrative Management
- Leadership and Change

For more information about in-house training options available to you, please contact please contact **Jennifer Mueller** at 202-739-9619 or email her at Jennifer.Mueller@performanceinstitute.org.

SPONSORSHIP OPPORTUNITIES

As a conference and training provider, The Performance Institute is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solution providers.

The Institute offers four different pre-designed sponsorship packages:

- Event Co-Sponsor
- Session Sponsor
- Luncheon Sponsor
- Exhibit Booth Sponsor

For more information on sponsorships or to get started, contact **Meredith Mason** at 202-739-9707 or Meredith.Mason@PerformanceInstitute.org

Logistics & Registration



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams

VENUE & HOTEL

Leadership in Times of Change: Using Communication and Creativity to Engage High-Performing Teams will be held at The Performance Institute Training Center in Arlington, VA, just one block east of the Courthouse Metro stop on the Orange Line. A public parking garage is located just inside of the building for \$10/day.



The Performance Institute Training Center
1515 North Courthouse Rd., Suite 600
Arlington, VA 22201
877-992-9521

A limited number of rooms have been reserved at the Arlington Rosslyn Courtyard by Marriott at the prevailing rate of \$207. This rate is based on the Government Per Diem and is subject to change. Please call the hotel directly and reference code **"Leadership in Times of Change"** when making reservations to get the discounted rate. The hotel is conveniently located three blocks from the Rosslyn Metro station. Please ask the hotel about a complimentary shuttle that is also available for your convenience.



Arlington Rosslyn Courtyard by Marriott
1533 Clarendon Blvd.
Arlington, VA 22209
703-528-2222 | www.CourtyardArlingtonRosslyn.com

TUITION

The tuition rate for Leadership in Times of Change: Using Communication and Creativity to Engage High Performing Teams is as follows:

Offerings	Early Bird Rate*	Regular Rate
Individual Course		\$439.00
The Whole Week	\$1,099.00	\$1,199.00

*For the Early Bird rate, register before September 6, 2010.

GROUP DISCOUNTS

For more information on group discounts for **Leadership in Times of Change: Using Communication and Creativity to Engage High Performing Teams**, please contact **Chris Hicks** at 202.739.9548 or via email at Chris.Hicks@PerformanceInstitute.org.

CPE CREDITS



Delivery Method: Group-live
Prerequisites: None
CPE Credits: 6 credits per day

Program Level: Basic
Advanced Preparation: None

The Performance Institute (PI) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417. Website: www.nasba.org.

Quality Assurance

The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

Corporate Headquarters
The Performance Institute
805 15th Street, NW, 3rd Floor
Washington, DC 20005

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Performance Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program.

If for any reason The Performance Institute decides to cancel this conference, The Performance Institute accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

Discounts

- All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered whether by The Performance Institute (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively

"The instructor was very knowledgeable and explained information well."

Stephanie Brown-Houston, NASA
Glen Research Center

Logistics & Registration



LEADERSHIP IN TIMES OF CHANGE: Using Communication and Creativity to Engage High-Performing Teams



Visit

www.PerformanceInstitute.org/LeadershipSeries



Fax this form to

866-234-0680



Call

877-992-9521

Registration Form

- Yes! Register me for the whole week of **Leadership in Times of Change: Using Communication and Creativity to Engage High Performing Teams**
- Register me for the following course(s) only:
- Course One Course Two Course Three
- Please call me. I am interested in a special group discount for my team

Delegate Information

Name		Title
Organization		Dept.
Address		
City	State	Zip
Telephone	Fax	
Email		

Payment Information

- Check Purchase Order/Training Form Credit Card



Credit Card Number	Expiration Date	Verification no.
Name on Card		

Billing Address

Please make checks payable to: The Performance Institute

CANCELLATION POLICY: The Performance Institute will provide a full refund less a \$399 administration fee for cancellations requested four weeks prior to the event start date unless cancellation occurs within two weeks prior to the event start date. If a cancellation is requested less than two weeks prior to the event start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee. All cancellations must be requested through the cancellation link found in your attendance confirmation email. Please note that cancellation is not final until you receive a cancellation confirmation email.

- I have read and accepted the Cancellation Policy above.

ACKNOWLEDGED AND AGREED

By: _____ Date: _____

Priority Code: **P786-WEB**

About The Performance Institute



Called “the leading think tank in performance measurement for government” on OMB’s ExpectMore.gov, The Performance Institute has been a leader in Performance Management training and policy since the 2000 administration transition. As part of the Government Performance Coalition, a group of good government organizations, the Institute worked in 2000 to deliver recommendations to the then new administration on what would become the President’s Management Agenda.

In 2010, the Institute is leading Innovations in Government: From Transition to Transformation, or InnoGOV.org, a collection of forums, research and recommendations to bring insight and transformation to the federal government. The goal of InnoGOV.org is to centralize the importance of performance, accountability and transparency in government and to disseminate the leading best practices to government managers.

The Performance Institute has published several research reports regarding performance management initiatives and trains over 10,000 government managers per year on performance-based topics. Dedicated to improving citizen services and taxpayer transparency, the Institute uses a best-practices foundation to deliver the most effective and tested methodologies for improving performance.



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